

**School of Management Studies,
North Maharashtra University, Jalgaon**

**Syllabus for
P.G. Department of Management
(Under Academic Flexibility)**



**M. B. A. First (Semester III & IV)
(With Effect from June 2017)**

Faculty of Commerce and Management

2016-17

North Maharashtra University, Jalgaon

(NACC Accredited 'A' Grade University)

School of Management Studies

MASTER IN BUSINESS ADMINISTRATION (M.B.A.)

(FACULTY OF COMMERCE & MANAGEMENT)

(Under Academic Flexibility)

COURSE STRUCTURE WITH CREDIT

Semester I					
			Maximum Marks		
Paper	Paper Name	Credits	Internal	External	Total
101	Management Science –I	4	40	60	100
102	Accounting For Management	4	40	60	100
103	Organizational Behavior	4	40	60	100
104	Basic Economics for Management	4	40	60	100
105	Quantitative Techniques	4	40	60	100
106	Computer applications in Business	4	40	60	100
107	Communication Skill	4	40	60	100
Semester II					
201	Management Science-II	4	40	60	100
202	Management Accounting & Financial Management	4	40	60	100
203	Marketing Management	4	40	60	100
204	Human Resource Management	4	40	60	100
205	Operations & Material Management	4	40	60	100
206	Advance Research Methods	4	40	60	100
207	Ethical Practices in Business	4	40	60	100
Semester III					
301	Strategic Management	4	40	60	100
302	Business Law-I	4	40	60	100
303	Current Business Scenario	4	40	60	100
304	Specialization I	4	40	60	100
305	Specialization II	4	40	60	100
306	Specialization III	4	40	60	100
307	Specialization IV	4	40	60	100
Semester IV					
401	International Business Management	4	40	60	100
402	Business Law-II	4	40	60	100
403	Management Information System and E-Commerce	4	40	60	100
404	Specialization I	4	40	60	100
405	Specialization II	4	40	60	100
406	Specialization III	4	40	60	100
407	Specialization IV (Project Viva-Voce)	4	50	50	100
Total		112			2800
MGS-001	Fundamentals of Management (CBCS)	4	40	60	100

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FACULTY OF COMMERCE & MANAGEMENT
New Syllabus: First Year M.B.A. (W.E.F. June -2017)

Paper: 301- Strategic Management

(60 + 40 Pattern: External Marks 60 + Internal Marks 40 = Maximum Total Marks: 100)

Required Lectures: 45+15 hours

Unit I Introduction to Strategic Management

1. The strategic Management process
2. Stakeholders & the corporate mission

Unit II The Nature of Competitive Advantage

1. External Analysis:- The identification of Industry opportunities & Threats
2. Internal Analysis :- Resources, capabilities & competitive Advantage

Unit III Strategies

1. Building Competitive Advantage Through Functional level Strategy
2. Business Level Strategy
3. Competitive Strategy & the Industry Environment
4. Strategy in the Global Environment
5. Corporate Strategy- Vertical Integration, Diversification and Strategic Alliances
6. Corporate Development- Building & Restructuring the corporation

Unit IV Implementing Strategy

1. Designing organizational structure
2. Designing strategic control systems
3. Matching Structure & control to strategy
4. Implementing Strategic Change.

Unit V Cases in Strategic Management

References Books

1. Strategic Management – An integrated Approach (Text & Cases) Charles W.L. Hill, Gareth R. Jones, All India Publishers & Distributors Regd.
2. Strategic Management – Alex Miller Irwin McGraw Hill
3. Strategic Management – Strategy Formulation & Implementation – John A Pearce II, Richard B. Robinson Jr. A.I.T.B.S. Publishers & Distributors (Regd)
4. Strategic Management – Colin White, Palgrave MacMillan.
5. Strategic Management – Ireland, Hoskisson, Hitt Cengage Learning
6. Concepts in Strategic Management & Business Policy- Thomas L Whelen, J David Hunger, Pearson.
7. Business Policy & Strategic Management (Text & cases)

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New Syllabus: First Year M.B.A. (W.E.F. June -2017)

Paper: 302 Business Law - I

(60 + 40 Pattern: External Marks 60 + Internal Marks 40 = Maximum Total Marks: 100)

Required Lectures: 45+15 hours

Unit-1: Indian Contract Act

a. Establishing the Contract:

- Meaning and Definition of Contract
- Essential elements for a valid contract.
- Classification of Contract

b. Offer and Acceptance and Consideration

- Offer & Acceptance
- Communication of Offer.
- Definition of consideration
- Lawful consideration and lawful object

c. Competency of Parties

- Competency to contract.
- Minor, Person of Unsound Mind, Persons disqualified by Law.

d. Free consent:

- Consent Defined.
- Coercion, Undue influence, Misrepresentation, Fraud, Mistake.

e. Performance of contract & Discharge of contract

- Definition.
- Types and its essential
- Performance and Demand of Performance.
- Time and place of performance.
- Discharge of contract

f. Breach of Contract & Remedies

- Remedies available to an aggrieved party.
- Quasi contract: other remedies.

g. Contract of Indemnity and Guarantee

- Definition of indemnity, Essential element of Indemnity
- Rights and Liabilities
- Definition of Guarantee, Rights and duties
- Distinction between 'Contract of indemnity' and 'Contract of Guarantee'
- Right and Duties of Surety, Discharge of Surety.

h. Contract of Bailment: Meaning and characteristic

- Rights and Duties of Bailor and Bailee
- Right of lien.

Unit-II: Sales of Goods Act 1930

a. Nature of Contract of sale:

- Contract of a sale Defined
- Sales of Goods Act: Definition and essential ingredients
- Sale Vs Agreement to Sale
- Meaning and classification of Goods

b. Conditions & Warranties :

- Condition and Warranty Distinguished
- Doctrine of Caveat Emptor.
- c. Transfer of Ownership and Delivery**
 - Meaning of property in Goods
 - Significance of Transfer of Ownership.
 - Rules regarding Transfer of Property.
 - Rules regarding Transfer of Title on sale.
 - Delivery of Goods.
- d. Rights of Unpaid Seller and Rights of Buyer**
 - Unpaid Seller: Rights and Duties
 - Buyers Rights against Seller
 - The Auction Sale

Unit-III: Consumer Protection Act-1986

- a. Features of the Act.**
 - Introduction and Definition.
 - Aim and Objectives.
 - Consumer and Rights of consumers.
- b. Consumers Protection Councils.
- c. Consumer disputes & consumer complaints Unfair & restrictive Trade.
- d. Consumer Protection Methodology-Education, Regulation and Legislation.
- e. Consumer Disputes Redressal Agencies.

Unit-IV: The Intellectual Property Rights

- a. Subject Matter of Intellectual Property.
- b. Intellectual Property Legislations in India.
- c. Definition and scope of Intellectual Property.
- d. Types of Patent application.
- e. Procedure after receipts of an application.
- f. Opposition proceedings to grant of Patent.
- g. Remedy for Infringement of patents

Unit-V: Information Technology Act- 2000 and Cyber Law

- a. Rationale, Objective & Scheme of IT Act 2000
- b. Digital Signature
- c. Authentication of Electronic Records & Digital Signature
- d. Use of Electronic Records & Digital Signature in Government & its Agencies
- e. Retention of Electronic Records
- f. Powers to make rules By Central Government in respect of Digital Signature
- g. Meaning of Certifying Authority under the Act
- h. The Cyber Regulations Appellate tribunal, Offences,
- i. Network Service Providers not to be liable in certain cases
- j. Miscellaneous Provisions.

Unit-6: Case Studies in Indian Business Law.

Referred Books:

1. Legal Aspect of Business- By R.R. Ramthirhkar-Himalaya Publication Co.
2. Mercantile Law-M.C.Shukla
3. Business Law- Maheshwari-Himalaya Publication Co.
4. Business Law-S.S. Gulshan& G.K. Kapoor-New Age International Publishers
5. Legal Aspects of Business- By Ravinder Kumar- Cengage Learning.

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Paper: 303: Current Business Scenario

(60 + 40 Pattern: External Marks 60 + Internal Marks 40 = Maximum Total Marks: 100)

Required Lectures: 45+15 hours

Unit-1: Business Policies & Historical Perspectives

- 1.1 Economic Planning in India
- 1.2 Democratic Socialism and Mixed economy in India.
- 1.3 Industrial Policies 1991 onward, Economic reforms in India-An appraisal
- 1.4 Implications & Evaluation of Government policies related to FDI in India.

Unit-2: GATT, WTO: Policy & Implication

- 2.1 Origin, Function and Objectives of GATT & WTO
- 2.3 The WTO Structure
- 2.4 Principal of WTO
- 2.5 Concerned issues with WTO: Transparency, MFN Treatment
- 2.6 National Treatment: Non Discrimination within a country
- 2.7 Dismantling trade barrier, Rule based Trading system, Treatment for LCD's, Competition Principal and Environmental protection
- 2.8 TRIP, TRIM and dispute settlement

Unit-3: Financial Sector Reforms

- 3.1 India's approach to financial sector reforms and its component
- 3.2. Recent Monetary Policies and Fiscal policies
- 3.3 Control & Monitoring of World Bank
- 3.4 Committee on financial sector assessment 2009
- 3.5 Role of RBI in Making India Less Cash economy.
- 3.6 Merger and Acquisitions of Nationalized Banks in India

Unit-4: Innovation, Entrepreneurship & Business Development

- 4.1 Start-ups and Entrepreneurship
- 4.2 Start-up Ecosystem in India
- 4.3 Start-up Action plan 2016.
- 4.3 Make in India programme.
- 4.4 Smart India Hackathon programme.
- 4.5 Goods & Service Act (GST)

Unit-5: E- Business and current Scenario

- 5.1 Virtual International business Aspects & Scope
- 5.2 E business conceptual analysis, Advantages & disadvantages.
- 5.3 Digitalization, Artificial intelligence and cloud computing
- 5.3 Online shopping & payments, technological innovations in online trade
- 5.4 Growth of FinTech, Mobile wallet
- 5.5 Payments in India-Driving less cash Economy
- 5.4 Execution & Impact of E-Commerce, M- commerce

Unit-6: Case Analysis

References

1. Management a global perspective: Heinz Weirich & others, TATA Mcgraw Hill, New Delhi, 12th Edition 2009

2. Corporate Restructuring: Mergers, Acquisition & Other Forms- Bhagaban Das, Debdas Rashkit, Sathya Swaroop Debasish, Himalaya Publishing House,1st Edition,2009,Mumbai
3. International Business- Mike W. Peng, South Western Publishing, Cengege Learning, 2007,NewDelhi
4. International Business Text &Cases (2010),P. Subbarao, Himalaya publishing house, New Delhi. 2nd edition,
5. Contemporary issues in commerce management & IT, Dr. Seema Joshi, Dr. Madhulika Sonawane, Dr. S. P. Narkhede, Edition 2013, Varad Prakashan Ltd.
6. M-commerce Visveshrayalu Himalaya Publishing House.
7. Managing Economic Downturn, Dr. Seema Joshi, Dr. Anil P. Dongre, Dr. S. P. Narkhede, Edition 2012, Society for Science and Environment, New Delhi
8. International Bussiness, K Aswashtapa, Tata McGraw Hill, Edition 3rd.
9. Twenty years Economic Reforms in India, M.M. Suri, New Century Publication New Delhi.
10. http://www.civildserviceindia.com/current-affairs/business_and_economy.html<http://currentaffairs-businessnews.com/>

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New Syllabus: First Year M.B.A. (W.E.F. June -2017)

Paper: 304 A Financial Management & Decision Making

(60 + 40 Pattern: External Marks 60 + Internal Marks 40 = Maximum Total Marks: 100)

Required Lectures: 45+15 hours

Unit- 1: Time value of Money

- 1.1 Time Lines and Notation
- 1.2 Future value of Single Amount
- 1.3 Present Value of a Single Amount
- 1.4 Future value of Annuity
- 1.5 Present value of Annuity
- 1.6 Present value of Perpetuity
- 1.7 Intra-year Compounding and Discounting

Unit- 2: Risk and Return

- 2.1 Risk and return of single asset
- 2.2 Risk and return of portfolio
- 2.3 Measurements of market risk
- 2.4 Determinants of Beta
- 2.5 Relationship between risk and return

Unit- 3: Capital Structure and Firm's Value

- 3.1 Assumption and definition
- 3.2 Net income and net operating income approach
- 3.3 Traditional position
- 3.4 Modigliani and Miller position
- 3.5 EBIT-EPS Analysis
- 3.6 ROI and ROE analysis
- 3.7 Comparative analysis
- 3.8 Guidelines for capital structure analysis

Unit-4: Management of Working Capital

- 4.1 Concept of Working Capital, Factors Determining Working Capital, Methods of Estimating Working Capital, Working Capital Management, Sources of Working Capital

Unit -5: Cost of Capital

- 5.1 Introduction
- 5.2 Cost of Debt and Preferences
- 5.3 Cost of Equity
- 5.4 Weighted average cost of capital
- 5.5 Weighted marginal cost of capital
- 5.6 Floating cost and cost of capital
- 5.7 Factors affecting weighted average cost of capital

Unit -6: Dividend Theory

- 6.1 Issues in Dividend Policy
- 6.2 Dividend Relevance: Walter Model
- 6.3 Dividend Relevance: Gordon Model
- 6.4 Dividend & Uncertainty
- 6.5 Dividend irrelevance: Modigliani and Miller Hypothesis

Unit -7: Capital Budgeting Decision

- 7.1 Nature of Investment Decision
- 7.2 Types of Investment Decision

7.3 Investment Evaluation Criteria: Net Present Value & Calculation of NPV,
Internal Rate of Return & Calculation of IRR, Profitability Index, Payback

Unit -8: Ratio Analysis

8.1 Profitability Ratios

8.2 Leverage Ratios

8.3 Liquidity Ratios

8.4 Operating Ratios

Reference Books

1. Financial Management problems and solutions-Ravi M Kishor
2. Theory and problems in Financial Management-M.Y. Khan, P.K. Jain, Tata McGraw Hill
3. Financial Management and Policy-R. M. Srivastava, Himalaya Publishing House
4. Financial Management-Prasanna Chandra, Tata McGraw Hill
5. Financial Management-Ravi M Kishor, Taxmann
6. Financial Management-M. Y. Khan, P. K. Jain, Tata McGraw Hill
7. Financial Management-P.V. Kulkarni, B.G. Satyaprasad, Himalaya Publishing House
8. Fundamentals of Financial Management-Preeti Singh, Ane Books
9. Financial Management –Brigham, Ehrhardt
10. Indian Financial System-Bharti Pathak, Pearson

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New Syllabus: First Year M.B.A. (W.E.F. June -2017)

Paper: 305(A): Indian Financial System

(60 + 40 Pattern: External Marks 60 + Internal Marks 40 = Maximum Total Marks: 100)

Required Lectures: 45+15 hours

Unit 1: Financial System: An Introduction

- 1.1 Components of Financial system
- 1.2 Function of Financial system
- 1.3 Financial system design
- 1.4 Nature and role of financial Institutions {Intermediaries} and financial market

Unit 2: Financial system and the Economy

- 2.1 Introduction
- 2.2 A Macro – Economic Framework Analysis for exploring the Role of financial System in the economy.
 - i) National Income accounts
 - ii) Flow of Funds accounts
 - iii) Trends in saving and Investment
- 2.3 Relationship between the financial system and economic Growth: Some Theoretical Empirical Evidence

Unit 3: Primary Market & Secondary Market

- 3.1 Introduction
- 3.2 Free Pricing regime & Book Building- A new issue Mechanism in India
- 3.4 On-Line IPO's, Green Shoe Option
- 3.5 Resource Mobilized from the Primary Market
- 3.6 Post-reforms Stock Market Scenario, Organization, Management, and Membership of
- 3.7 Stock Exchange, Listing Securities, Trading Arrangements, Trading and settlement, Internet trading
- 3.8 Stock Exchanges: Bombay stock Exchange, National stock Exchange of India, over the counter Exchange of India, Interconnected stock Exchange of India
- 3.9 Stock Market Index
- 3.10 Reserve Bank of India

Unit- 4: Money and Capital Market

- 4.1 Money Market composition
- 4.2 Call/Notice Money Market
- 4.3 Money Market Intermediaries
- 4.4 History of Indian capital Market
- 4.5 Reforms in capital Market

Unit- 5: Debt Market

- 5.1 Introduction
- 5.2 The Private corporate Debt Market
- 5.3 The Public Sector Undertaking Bonds Market
- 5.4 The Government Securities Market

Unit 6: Derivatives Market

- 6.1 Introduction
- 6.2 Derivatives Market in India
- 6.3 Forwards and Futures
- 6.5 Options
- 6.6 Options Trading strategies
- 6.7 Derivative Trading in India
- 6.8 Swap Option

Reference Books:

1. Indian Financial System-BhartiPathak,Pearson
2. Dynamics of Indian Financial System- Preeti Singh,Ane Books
3. Financial Markets, Institutions and Services-N. K. Gupta, Monika Chopra,Ane Books
4. Financial Derivative & Risk Management, O. P. Agarwal, HPH.
5. Financial Institution and Market, L. M. Bhole, Tata McGrawth Company Ltd.
6. Derivatives, Dubofsky, Oxford Publication

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New Syllabus: First Year M.B.A. (W.E.F. June -2017)

Paper: 306(A): Financial Services and Instruments

(60 + 40 Pattern: External Marks 60 + Internal Marks 40 = Maximum Total Marks: 100)

Required Lectures: 45+15 hours

Unit -1: Depositories and Custodians:

- 1.1 Depository System
- 1.2 National Securities Depository Limited
- 1.3 Central Depository Service (India) Limited
- 1.4 Custodians
- 1.5 Stock Holding Corporation of India Limited

Unit -2: Credit Rating:

- 2.1 Introductions
- 2.2 Credit Rating Agencies in India
- 2.3 Role of Credit Rating Agencies in the Evaluation of Issuers of Securities
- 2.4 Growth of Credit Rating Industry in India
- 2.5 Importance of the Role of Credit Rating Agencies
- 2.6 Limitations of Credit Rating- Rating Downgrades

Unit- 3: Factoring and Forfeiting:

- 3.1 Evolution and Meaning of Factoring
- 3.2 Types of Factoring
- 3.3 Significance of Factoring
- 3.4 Advantages and Disadvantages of Factoring
- 3.5 Forfeiting
- 3.6 Forfeiting Vs. Factoring
- 3.7 Types of Instruments

Unit- 4: Merchant Banking:

- 4.1 Introductions
- 4.2 Origin of Merchant Banking
- 4.3 Nature of Merchant Banking
- 4.4 Merchant Banking Functions
- 4.5 Pre-Issue Management
- 4.6 Types of Issue
- 4.7 Role of Merchant Banker in Pre Issue Management
- 4.8 Post Issue Management
- 4.9 Difference between Merchant Banking and Investment Bankers

Unit -5: Mutual Fund:

- 5.1 Definition of Mutual Fund
- 5.2 Evolution and Growth of Mutual Fund in India
- 5.3 Organization of a Mutual Fund
- 5.4 Types of Mutual Fund Schemes
- 5.5 Risk and Cost Involved In Mutual Fund
- 5.6 Roles of Intermediaries in the Indian Mutual Fund Investment
- 5.7 Growth and Performance of Mutual Fund in India

Unit- 6: Insurance:

- 6.1 Introductions
- 6.2 Origin and Development of Insurance
- 6.3 Opening Up Of the Insurance Sector
- 6.4 Insurance Regulatory and Development Authority
- 6.5 Health Insurance
- 6.6 Insurance Intermediaries

- 6.7 Risk Management
- 6.8 General Insurance
- 6.9 Reinsurance
- 6.10 Life Insurance
- 6.11 Role of Life Insurance in the Growth of the Economy

Unit 7- : Instrument in Capital and Money Market

- 7.1 Equity, Preference Shares, Debentures/Bonds/Notes Innovative Debt Instrument/Securities
- 7.2 Types of Money Market Instruments: Treasury bill, Certificate of Deposit, Commercial Paper
- 7.3 Collateralized Borrowings and Lending Obligation

Unit 8: Banking Product and Services

- 8.1 Deposit Products
- 8.2 Loan Products and other instruments
- 8.3 Retail Banking Products

References Books:

1. Indian Financial System-Bharti Pathak, Pearson
2. Dynamics of Indian Financial System- Preeti Singh, Ane Books
3. Financial Markets, Institutions and Services-N. K. Gupta, Monika Chopra, Ane Books
4. Merchant Banking & Financial Services, Dr. K. Ravichandran, HPH
5. Financial Services, M. Y. Khan Tata McGrawth Company Ltd

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Paper: 307 (A): Strategic Financial Management

(60 + 40 Pattern: External Marks 60 + Internal Marks 40 = Maximum Total Marks: 100)

Required Lectures: 45+15 hours

1. Strategic Financial Management

- Meaning, concept
- Strategy and Strategist
- 9's Model of SFM

2. Capital Structure

- Net Income Approach; Net operating income approach
- Modi-Giliani and Miller
- Risk and Return Trade off
- Factors affecting on Capital Structure
- Optimum capital Structure

3. Capital Budgeting technique

- Pay-Back period method; Net Present value method
- Profitability index method
- Risk evaluation
- Probability analysis; Value of information
- Sensitivity analysis, co-efficient of variation
- Risk adjusted discount rate
- Certainty equivalent approach
- Decision tree analysis

4. Organizational Restructuring:-

- Merger, Acquisition, Amalgamation.
- Financial aspect of Merger, Acquisition, Amalgamation.
- Need for Restructuring.
- Reasons for strategic failure in Merger / Acquisition /Amalgamation.

5. Financial Re-engineering

- Innovative source of finance
- Programs and policies to reward various stake holders.

6. Corporate Valuation:-

- Reasons for valuation
- Different approaches to enterprise valuation
- Market Related Valuation, Future Cash Flow, Market Capitalization, Economic Value Added.

Reference Books:

1. Strategic financial Management , Ravi M. Kishore, Taxmann Publication
2. Strategic financial Management, G. P. Jakhotia, Vikas Publishing House Pvt. Ltd.
3. Strategic financial Management, A. N. Sridhar , Shroff Publishers & Distributors Pvt. Ltd
4. Financial Management - Prasanna Chandra- Tata McGraw Hill
5. Financial Services– 3rd Edition. M. Y. Khan, Tata McGraw Hill
6. Innovative Corporate Turnarounds' Pradip M. Khandwalla,, Saga Publications, New Delhi.
7. The fourth Eye', Pradip M. Khandwalla, Saga Publications, New Delhi.
8. Financial Management and Policy- Bhalla V. K.- Himalaya
9. Financial Management- I. M. Pandey – Vikas
10. Principles of Financial Management-R. P. Rustagi

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FACULTY OF COMMERCE & MANAGEMENT
New Syllabus: First Year M.B.A. (W.E.F. June -2017)
Paper: 304 (B) PROMOTIONAL & BRAND MANAGEMENT
(60 + 40 Pattern: External Marks 60 + Internal Marks 40 = Maximum Total Marks: 100)
Required Lectures: 45+15 hours

Unit-1: Advertising and Integrated Brand Promotion in Business and Society

- 1.1 The Evolution of promoting & advertising brands
- 1.2 The world of Advertising & integrated Brand Promotion
- 1.3 Advertising As a Communication Process
- 1.4 Types of advertising
- 1.5 The Economic effect of Advertising
- 1.6 Social, Ethical, and Regulatory Aspects of Advertising and Promotion

Unit-2: Brand Management

- 2.1 Evolution of Brand
- 2.3 The Importance of Branding
- 2.4 The Branding process
- 2.5 Brand identity
- 2.6 Brand personality
- 2.7 Brand Image
- 2.8 Brand Positioning
- 2.9 Brand equity

Unit-3: Structure of the Advertising Industry: Advertisers, Agencies and Media companies

- 3.1 The scope and structure of Advertising Agency
- 3.2 The Advertisers
- 3.3 The Advertising Agency- types , Structure , Compensation
- 3.4 The Client / Agency Relationship
- 3.5 The suppliers in advertising
- 3.6 The Media Of Advertising
 - a. Print media
 - b. Electronic Media
 - c. Digital Interaction

Unit-4: Preparing The Message

- 4.1 Message Strategy- Essential Message objectives and Strategies
- 4.2 Copywriting- Copywriting & the creative plan, Copywriting for Print Advertising, Copywriting for cyberspace, Copywriting for Broadcast Advertising, slogans.
- 4.3 Art Direction and Production- Illustration Design & layout, Production in Print Advertising, Art Direction & Production in cyberspace, Art Direction & Production in Television Advertising.

Unit-5: Media Strategy and Planning for Advertising and IBP

- 5.1 Fundamentals of Media Planning-Media planning process,
- 5.2 Media strategies and Objectives
- 5.3 Media Choice and Integrated Brand Promotions
- 5.3 Role of Internet in Advertising and IBP

Unit-6: Case Analysis

References Books:

- 1) Advertising&Integrated brand promotion- O' Guinn , allen Semenik, Thomson India Edition.
- 2) Contemporary advertising - Willian F. Arens- The M.C Graw Hill Companies
- 3) Mass Communication & Media studies- Himalaya Publicating House S.A Chunawala
- 4) Advertising Management Text & Cases New Ege International Publishers, V.C. Mathur
- 5) Integrated Marketing Communication A strategic Approach Cengage Learning India Edition, Sirgy ,Rattz
- 6) Brand Management Text & Cases (An Indian Perspective)- Dr. S.L. Gupta, Himalaya Publishing House
- 7) Advertising & Sales Promotion – Excel Book, SHH Kazmi, S.K.Batra

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New Syllabus: First Year M.B.A. (W.E.F. June -2017)
Paper: 305 (B) Marketing Research and Consumer Behaviour
(60 + 40 Pattern: External Marks 60 + Internal Marks 40 = Maximum Total Marks: 100)
Required Lectures: 45+15 hours

PART-I: Marketing Research

UNIT 1: Introduction

- Introduction to Marketing Research- Definition Classification, application
- Threats of marketing Research
- Marketing Research Process
- Evaluation and control of marketing research
- Errors in Research Process

UNIT 2: Research Design Formulation

A brief overview of:

- Research Design
- Types of research Design
- Primary data: Meaning and methods of primary data collection
- Secondary data: Meaning and methods of Secondary data collection
- Sampling – Design and Procedures, sample size decisions.
- Measurement and scaling: meaning and types of scales
- Questionnaire and choice of survey method

UNIT 3: Data Collection, preparation and analysis

A brief overview of

- Field work
- Data preparation
- Frequency distribution , cross tabulation and hypothesis testing
- Analysis of variance and covariance
- Correlation and Regression
- Discriminant and logic analysis
- Factor analysis
- Cluster analysis
- Multidimensional scaling and conjoint analysis

(Concept and application to be discussed and taught, Mathematical part need not be taught)

PART- II

UNIT 1: Introduction

Consumer behavior: meaning, models

Consumer behavior influences

- External influences

- Cultures and subcultures
- Values
- Demographic and social stratification
- Families and households
- Group influence

- Internal influences

- Perception
- Learning , memory and product positioning
- Attitudes
- Self-concept and Life style

UNIT 2: Consumer Decision Process

- Situational influence
- Problem recognition
- Information search
- Alternative evaluation and selection
- Outlet selection and purchase
- Post purchase process
- Customer satisfaction
- Customer commitment

UNIT 3: Analysing consumer market and Buyer behavior

- Factors influencing business buyers
- Buying decision of organizational buyers
- Characteristics of business markets
- Adoption process
- Psychographics, values, Personality and lifestyle
- Industrial buyer and marketing

UNIT 4 Symbolic consumer behavior

- Meaning, sources and functions of Symbolic
- The role of Acquisition function
- Use of symbols and concepts
- The connectedness and expressiveness functions
- Special professions

PART – III

UNIT 1 Case Discussion

References Books:

1. Marketing Research – An applied orientation- Pearson Naresh Malhotra & Satyabhushan Dash. Pearson
2. Marketing Research – Text and cases- Rajendra Nargundkar, Tata McGraw Hill
3. Marketing Research – G.C.Beri, McGraw Hill
4. Consumer Behaviour – Building Marketing Strategy - Del Hawkins, Roger Best, Kenneth Coney, Amit Mookerjee, Tata Mc Graw Hill.
5. Consumer Bheaviour - Mechael Solomon, Prentice Hall India.
6. Consumer Behaviour – Concepts Applications & Cases- M.S Raju & Dominique xardel Vikas Publication
7. Consumer Bheaviour Text and Cases; Satish Batra & SHH Kazmi, Excel Book
8. Consumer Behaviour (Including Skill Development) C.N Sontakki, Himalaya Publishing House.
9. Marketing Research: tools & techniques 2/e:Oxford Publication,Bradley

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FACULTY OF COMMERCE & MANAGEMENT
New Syllabus: First Year M.B.A. (W.E.F. June -2017)
Paper: 306 (B) Global Marketing Management

(60 + 40 Pattern: External Marks 60 + Internal Marks 40 = Maximum Total Marks: 100)

Required Lectures: 45+15 hours

UNIT 1: Global Marketing challenges and environment

- Definition, Scope, Challenges of Global Marketing
- Theories and Stages of International Marketing
- Strategic orientation
- Trade distortions and Marketing barriers
- The dynamic environment of International Trade
- The cultural environment of Global Markets
- The political environment
- The International legal environment

UNIT 2: Finding Global market opportunities

- Developing a global vision through marketing research
- Foreign market entry strategies
- Consumer behaviour in international context
- Multinational market Regions
- Market Groups

UNIT 3: Developing Global marketing strategies

- Global marketing management: Planning and organization
- Products Strategies & Planning
- Services for businesses
- International marketing channels
- Exporting and Logistics
- Integrated marketing communication and International advertising
- Pricing for international markets

UNIT 4: Implementing Global Marketing Strategies

- Sources of financing and international money markets
- Negotiating with International customers, Partners and Regulators
- Impact of EPRG Status on International Markets

UNIT 5: Global Marketing – An Indian Perspective

- Trends in India's Foreign Trade
- Institutional Infrastructure for export promotion in India
- Current Exim policy
- Strategic alliances

UNIT 6: Case discussion.

References Books:

1. International Marketing -Tata McGraw-Hill Editorial, Philip Cateora John Graham.
2. International Marketing- McGraw Hill International Editions, Philip Cateora
3. Global Marketing Management, Prentice Hall of India Pvt. Ltd., Warren J. Keegan
(Central Library 658.8 KEE 27419)
4. International Trade and Export Management- Himalaya Publishing House, Francis Cherunilam

5. International Marketing Management – An Indian Perspective Sultan Chand and Sons, R. L. Vershney and B. Bhattacharyya
6. Global Marketing Management - Himalaya Publishing House, S. A. Sherlekar, V. S. Sharlekar
7. Global Marketing Management,3e, Oxford Publication, Lee
8. International Marketing –Routledge, Onkvist and John Shaw, first edition.

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New Syllabus: First Year M.B.A. (W.E.F. June -2017)

Paper: 307 (B) Service Marketing

(60 + 40 Pattern: External Marks 60 + Internal Marks 40 = Maximum Total Marks: 100)

Required Lectures: 45+15 hours

Unit 1: An introduction to services and overview of service sector (8 hours)

- What are Services, Service classification schemes
- The Service Revolution: A Change in perspective
- Fundamentals difference between Goods and Services
- Framing the service experience: The Servequal model
- What is service Economy
- Service economy growth: Key influences and concern

Unit 2: New perspectives in the service economy (6 hours)

- Traditional marketing mix applied to services
- Introduction to 7 P's of services: Product, Place Promotion, Price, people, physical evidence , Process
- Three stage model of service consumption
- Positioning services effectively and competitive advantage through focus
- Developing an effective positioning strategy

Unit 3 Developing Service product: core and supplementary elements (6 hours)

- Planning and creating service product
- The Flower of service
- Branding service product and services
- New Service Development

Unit 4 Distributing services through physical and electronic channels (6 hours)

- Distribution in service context
- Distribution positions for serving customers
- Place and times decision and delivering services in cyberspace
- The Role of intermediaries
- Challenge of distribution in large domestic markets
- Distribution service internationally

Unit 5 Setting prices and implementation revenue management (6 hours)

- Effective pricing for central financial success
- Three foundations for pricing strategy
- Revenue management
- Putting service pricing into practice

Unit 6: Promoting services and educating customers (6 hours)

- Role of marketing communication
- Challenges of service communication
- Marketing communication planning
- Marketing communication mix for services
- Integrated marketing communication

Unit 7: Managing the Customer Interface (6 hours)

- Designing and Managing Service Processes
 - Flowcharting customer service process
 - Blueprinting services to create values customer and productive operations
- Balancing Demand and Productive Capacity
 - Managing capacity and demands

- Managing Waiting Lines
- Crafting the Service Environment
 - Purpose of service environment
 - Dimensions of service environment
- Managing People for Service Advantage
 - Cycle of failure, mediocrity and success
 - Service leadership and culture

Unit 8: Implementing Profitable Service Strategies (8 hours)

- Managing the Relationships and Building Loyalty
 - Wheel for loyalty and building a foundation for loyalty
 - Strategies for loyalty bonds with customers
 - Strategies for reducing customer defections
 - Measuring customer satisfaction and service quality
- Importance of customer satisfaction and Measuring customer satisfaction
 - Service quality and diagnosing failure gaps in service quality
 - Measuring service quality: Servqual
 - Measuring and improving service productivity
- Complaint handling and service recovery
 - Customer completing behaviour
 - Customer responses for effective service recovery
 - Principles of effective service recovery system

Unit 9-Case Discussion (6 hours)

References-

1. Service Marketing- People, Technology, Strategy-Pearson, Lovelock, Wirtz, Chatterjee
2. Services Management-Operations , Strategy, Information Technology- Tata McGraw Hill, James A. Fitzsimmons, Mona J Fitzsimmons
3. Service Marketing- People ,Technology, Strategy- A south Asian Perspective-Pearson Education , Lovelock Wirtz, Chatterjee
4. Service Marketing – Text and Cases McGraw Hill ,Rajendra Nargundkar
5. Marketing of Services Cengage learning (Indian Edition), K. Douglas Hoffman, John E.G.Bateson
6. Services Marketing- Concepts, Planning and Implementation, Excel Books, C. Bhattacharjee.
7. Nurturing Service Industry for Economic Development-Himalaya Publishing House, Feb 2011, ISBN: 978-93-5024-768-6

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New Syllabus: First Year M.B.A. (W.E.F. June -2017)

Paper: 304 (C): HR Administration & labour welfare

(60 + 40 Pattern: External Marks 60 + Internal Marks 40 = Maximum Total Marks: 100)

Required Lectures: 45+15 hours

Unit-1: Labour Welfare practices

a. Philosophy of Labour Welfare:

- Meaning, importance and objective of labour welfare.
- Necessity and scope of labour welfare in India.
- Types of Labour welfare.
- Theories of Labour welfare
- Agencies of labour welfare.

Qualification and role of labour officer

- Agencies of labour welfare, Labour's & employers views on welfare
- Qualification and role of labour officer

Administration of HR

- Meaning, importance and objective, Functions of HR Department
- Scope and Nature of Personnel Administration in India
- Impact of labour market & employment on personnel policies.

Unit-2: Industrial Safety and Industrial hygiene

a. **Industrial Safety**

- Working Condition, Legislative framework of Industrial safety in India.
- Norms for standardize facilities: Lighting, temperature, humidity, noise, Dust, Fumes and radiations.
- **Occupational Hazards & risks**
 - Industrial accidents and fatigue
 - Causes of accidents
 - Fatigue and effect of fatigue
 - Health & Safety Programs
 - Stress management techniques

b. **Industrial Hygiene**

- Personal Hygiene, Occupational Health services
- Occupational Hazards, Occupational diseases.
- Statutory Provisions.

Unit-3: Wage and salary Administration:

- Objectives
- Principles of Wage and salary administration
- Methods of wage payments
- Theory of Wages
- Wage legislation in India
- Wage Differentials.

Unit-4: Social Responsibilities of Industry and Trade Unions:

- Concept of Social Responsibility.
- Views of Industrialists.
- Social Audit.
- Social responsibilities of Trade Unions.
- International Labour Organisation- In pursuit of Labour welfare.

Unit-5: Social Security measures

- a. Scheme of Social Security:
 - Concept, scope, Objective, need
 - Social Assistance and Social Insurance.
- b. Social Security and National Economy
- c. Social Security legislations in India.

Unit-6: Case study

References Books:

1. Dynamic personnel Administration-Prof. M.N. Rudrabassavaraj.
2. Human Resource Management by Ashwathapa – Tata McGraw Hill
3. Essential of HRM and Industrial Relations by P.Subha Rao – Himalaya Publications
4. Human Resource Management by V.S.P Rao – Excel Books
5. Personnel Management _ Edwin Flippo
6. Personnel Management – C.B. Memoria & S.V. Gankar
7. Labour welfare , Trade unionism & Industrial relations- S.D. Punekar & others- Himalaya Publishing house, Mumbai.

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New Syllabus: First Year M.B.A. (W.E.F. June -2017)

Paper: 305 (C): Industrial Relations & Trade Unions

(60 + 40 Pattern: External Marks 60 + Internal Marks 40 = Maximum Total Marks: 100)

Required Lectures: 45+15 hours

Unit-1: Introduction to Industrial Relations

1. Definition, Importance and scope of industrial relations
2. Types of relations in corporate structure, Objective, Function & Role In Globalize Content
3. Socio-Economic, Technical, Political Factors affecting Industrial Relations
4. Approaches to Study of Industrial Relations- Psychological and HR Approach.
5. Industrial Relations as a Management Function
6. Methods for Promoting & Establisher Peaceful Industrial Relations
7. Industrial Relations International approach

Unit-2: Industrial Grievance and Industrial Disputes

1. Grievance and grievance settlement methods in industries
2. Meaning of Industrial Disputes
 - i. Object and scope of the act
 - ii. Causes of Industrial Disputes
 - iii. Individual Dispute and Industrial Dispute
 - iv. Settlement of Industrial disputes
3. Measures to overcome causes of Industrial Disputes
 - i. Settlement of Industrial disputes:
 - ii. Negotiation, Mediator, Arbitration
 - iii. Work Committee
 - iv. Employee grievance and grievance settlement machinery
 - v. Conciliation, Court of Enquiry

Unit-3: Collective Bargaining

- 3.1 Meaning, Characteristics, Need, Importance, Essential conditions for success of
- 3.2 Collective Bargaining
- 3.3 Process of Collective Bargaining
- 3.4 Causes for Failure of Collective Bargaining
- 3.5 Options in case of Collective Bargaining

Unit-4: Workers Participation in Management

- i. Introduction scope, Levels of Participation
- ii. Constitutional Commitment
- iii. Benefits of Workers Participation
- iv. Schemes of Workers participation in Industries and Management

Unit-5 Industrial Employment (Standing Order) Act, 1946

- i. Concept and nature of standing order
- ii. Condition of certification of standing order
- iii. Procedure for certification of standing order
- iv. Certifying officers: Appointment, Powers and Duties

Unit-6: Role of Labour Organization

- i. Nature and scope of Labour organisations in India.
- ii. Objectives, Structure of ILO.
- ii. Impact of ILO on India Labour
- iii. Recommendations of ILO.

Unit-7: Case studies

References Books:

1. Dynamics of Industrial relations- Memoria And Gankar, Himalaya publications.(N.D.).
2. Labour Management Relations in India- K.M.Subramanian
3. Trade Unionism-Myth and Reality, New Delhi, Oxford University Press, 1982, Mamkoottam.
4. Management of Industrial Relations- Pramod Verma.
5. The Future of Industrial Relations – Niland J.R.; New Delhi, Sage Publications, 1994.
6. Collective Bargaining & Industrial Relations- Kochan T.A. & Katz Henry, 2nd Edition, Homewood Illinois , Richard D. Irish , 1988.
7. Industrial Relations by Arun Monappa – Tata McGraw Hill
8. Human Developments – Diane E. Papalia, Sally Wendkos Olds.

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New Syllabus: First Year M.B.A. (W.E.F. June -2017)

Paper: 306 (C): Industrial Legislation & Labour Laws

(60 + 40 Pattern: External Marks 60 + Internal Marks 40 = Maximum Total Marks: 100)

Required Lectures: 45+15 hours

Unit-1: The Factories Act 1948

- 1.1 Definition & Objectives of factories act.
- 1.2 Provisions related to the Health, Safety and the welfare of Workers.
- 1.3 Working Hours of Adult Workers.
- 1.4 Provisions regarding Leave and Wages.
- 1.5 Obligation of Employers and Workers.
- 1.6 Provision for Employment & work for Women and Children
- 1.7 Offences and Penalties

Unit-2: The Trade Union Act 1926

- 2.1 History of the trade union movement in India
- 2.2 Objective and Functions of Trade Unions
- 2.3 Rights and Liabilities of Trade Union
- 2.4 Problems of Trade Unions.
- 2.5 Measure to Strengthen the Trade Union.
- 2.6 Registration of trade Unions
- 2.7 Types and Structure of Trade Union
- 2.8 Impact of Globalization on Trade Union Movement

Unit-3: Payment of wages act 1936

- 3.1 Brief history, scope, provisions, offences and penalties
 - i. Responsibility of payment of wages
 - ii. fixation and deductions from wages
- 3.2 Minimum wages Act 1948
 - i. Definition, Application,
 - ii. Fixation of minimum wages act, revision and payment of overtime

Unit-4: Workmen's Compensation Act, 1923

- 4.1 Object, Scope Definitions
- 4.2 Liability of employers
- 4.3 Amount of Compensation
- 4.4 Distribution of Compensation
- 4.5 Occupational Diseases
- 4.6 Penalties

Unit-5: Employees State Insurance Act 1948

- 5.1 Object, Scope & definition
- 5.2 Contributions, Benefits
- 5.3 Obligation of Employers and Employees
- 5.3 Penalties

Unit-6: Contract Labour (Regulation & Abolition) Act, 1970

- 6.1 Object, Applicability & definitions
- 6.2 Prohibition of Contract Labour
- 6.3 Registration & Licensing of contractors
- 6.4 Welfare of Contract Labour
- 6.5 Obligations of Principal employer & Contractor

Unit-7: Legislative and referential Case studies

References Books:

1. Industrial and labour law- S.P. Jain By, Dhanpat rai & co.
2. Industrial Law – P.L.Malik
3. Industrial Law – J. K. Bareja
4. Labour and Social Laws- Dr. Pankaj Kumar Tiwary& Anshu Tiwary
5. Labour Laws for Managers – B. D.Singh
6. Industrial & Labour Laws – S. P. Jain
7. Labour Law I.A. Saiyed- Himalaya publication 2nd edition.

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New Syllabus: First Year M.B.A. (W.E.F. June -2017)

Paper: 307 (C): Strategic Human Resource Management

(60 + 40 Pattern: External Marks 60 + Internal Marks 40 = Maximum Total Marks: 100)

Required Lectures: 45+15 hours

Unit-1: Strategic inference of HRM

- 1.1 Definition, concept, approaches to strategic HRM, Importance
- 1.2 HR from Corporate Strategic perspective, role in formulation & implementing strategies.
- 1.3 Types & methods of integrating HR Strategy with Business Strategy
- 1.4 Developing HR Plans and Policies, SBU level strategies.
- 1.5 Strategic convergence & divergence in HRM

Unit-2: Procurement & Retention Strategies

- 2.1 Online Recruitment, Employee Referrals, Recruitment process Outsourcing, Head Hunting, Matching the requirements to HDI.(Human development Index).
- 2.2 Job analysis, Job evaluation.
- 2.3 Executive Education, Telecommuting.
- 2.4 Quality of Work Life ,Flexibility & Work Life Balance.
- 2.5 Employee Empowerment, Employee Engagement, Autonomous Work Teams
- 2.6 Retention Strategies & Techniques-Mellon Approach, Talent Fencing, talent dividend.

Unit-3: Organisational development strategies

- 3.1 Managing organisational culture, Managerial effectiveness.
- 3.2 Competency mapping, Multi Skilling, Succession Planning, Cross Cultural Training
- 3.3 Creating a Learning Organization, Creating corporate capability, Acquaintance of Technological innovations

Unit-4: Performance Management Strategies

- 4.1 Psychological contract, high performance HRM, Merit based Promotions.
- 4.2 Result based Performance, Defining Key Result Areas
- 4.3 Linking Performance to Pay,
- 4.4 Reward systems, Compensation issues in new project assignments.

Unit-5: Contemporary & Critical issues in HR

- 5.1 Equality & Diversity issues in work environment, Downsizing, Voluntary Retirement Schemes (VRS), Golden hand shake.
- 5.2 HR Outsourcing, Early Retirement Plans, Project based Employment
- 5.3 Employee separation & PEST model

Unit-6: H.R. Aspects of Strategy Implementation

- 6.1 Behavioural Issues in Strategy Implementation
- 6.2 Matching Culture with Strategy
- 6.3 Human Side of Mergers and Acquisitions
- 6.4 Leadership, Power and Politics
- 6.5 Employee Morale, Personal Values and Business Ethics.

Unit-7: Case studies

References Books:

1. Strategic HRM- Jeffery Mello, Thomson Publications , New Delhi
2. Strategic HRM – Charles Greer, Pearson Education Asia , New Delhi
3. Strategic HRM – Michael Armstrong , Kogan Page , London.
4. Strategic HRM – Agrawala , Oxford University Press , New Delhi.
5. Human Resource Management – Gary Dessler , Prentice Hall India, New Delhi .
6. Strategic HRM and OD- Ramakant K Patra, Himalaya Publishing house N.D.

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New Syllabus: First Year M.B.A. (W.E.F. June -2017)
Paper: 304 (D): Integrated Material Management

(60 + 40 Pattern: External Marks 60 + Internal Marks 40 = Maximum Total Marks: 100)

Required Lectures: 45+15 hours

Unit-1: Introduction Material Management

- 1.1 Meaning material management
- 1.2 Need, definition, scope Importance
- 1.3 Concept of Integrated material management
- 1.4 Advantages in Integrated material management

Unit 2: Corporate Policy & Materials Management

- 2.1 General Corporate policy & Its Scope
- 2.2 Make or buy
- 2.3 Material management in overall company
- 2.4 Organization based on commodities, location, and on function
- 2.5 Inter-departmental relationship

Unit 3: Codification and Standardization

- 3.1 Nature of Codification
- 3.2 Process of Codification
- 3.3 Advantages of Codification
- 3.4 Need for standardization
- 3.5 Standardization in India
- 3.6 Importance, Definition & Simplification.
- 3.7 Benefits of Standardization

Unit-4: Vendor Development

- 4.1 Need for vendor development
- 4.2 Vendor evaluation and selection process
- 4.3 Vendor evaluation and rating
- 4.4 Vendor motivation
- 4.5 Source selection and its stages
- 4.6 Special Aspects in Source Selection

Unit-5: Stores Systems and procedures

- 5.1 Receipt System
- 5.2 Physical System
- 5.3 Storing Practices
- 5.4 Issue Control

Unit-6: Purchasing & procurement

- 6.1 Principle & objectives
- 6.2 Purchasing interface with other company functions
- 6.3 Negotiation process
- 6.4 Types of special purchase systems
- 6.5 Purchasing policies
- 6.6 Make or buy decision
- 6.7 Equipment purchase leasing

Unit-7: International Purchasing

- 7.1 Why international purchasing
- 7.2 Role of International Purchasing in Supply chain
- 7.3 Documents used in international Purchasing
- 7.4 Procedure of international purchasing

Unit-8: Legal Aspects in Buying

- 8.1 Price contract
- 8.2 Duly to insure books
- 8.3 Duties & rights of seller & buyer
- 8.4 Law agency, contract

Reference Books:

1. P.Gopalakrishnan m. sudaresan material management(integrated approach)
2. A.K.Datta-Integrated material management Prentice-Hall of India.
3. J.R.Tony Arnold,Stephen N.Chapman,introduction to material management person equator Asia
4. K.shridhar Bhat. Materials Management- Himalaya publication

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New Syllabus: First Year M.B.A. (W.E.F. June -2017)
Paper: 305(D): Distribution and Logistics Management
(60 + 40 Pattern: External Marks 60 + Internal Marks 40 = Maximum Total Marks: 100)
Required Lectures: 45+15 hours

Unit-1: Introduction to Logistics Management

- 1.1 Introduction- nature- concepts-evolution of logistic Management
- 1.2 Component of logistic management- Functions
- 1.3 Integrated logistic system
- 1.4 Issues and Challenges for Logistics
- 1.5 Supply chain management- Meaning and characteristics

Unit-2: Distribution Structures and Systems

- 2.1 Distribution: Meaning and concept
- 2.2 Distribution in the new environment
- 2.3 Designing Channel Structure
- 2.4 Distribution Systems in e-Environment
- 2.5 Distribution Systems for Various Product Categories

Unit-3: Role of Marketing Intermediaries

- 3.1 Introduction
- 3.2 Function of Marketing Intermediaries
- 3.3 Role of Marketing Intermediaries in e-Environment
- 3.4 Role of Marketing Intermediaries in Physical product industries
- 3.5 Value chain and Marketing Intermediaries

Unit-4: Warehousing and Distributions centers

- 4.1 Warehousing- types- functions- strategy and design
- 4.2 IT-enabled Warehousing Management Systems (e-WMS)
- 4.3 Transportation- function- modes of transport choices of transport
- 4.4 Selection of Transportation

Unit-5: Measuring Logistic cost and Performance

- 5.1 Logistic costs
- 5.2 Total Cost Analysis
- 5.3 Logistics Pricing
- 5.4 Logistics Performance Measurement

Unit-6: Global Logistics

- 6.1 Industry Globalization Drivers
- 6.2 Global Business Strategy
- 6.3 Major concepts in global Logistics
- 6.4 Global Supply chain Management
- 6.5 Global Logistics Management Process

Reference Books:

- 1. Distribution and logistics mgt by D.K. Agrawal by Mc Millian India Ltd
- 2 Supply chain mgt by John .T. Mentzer by Response book
- 3. Purchasing and Supply Management - Dobler and Burt
- 4. Logistics Management by K.Shridhar Bhat ,2nd Edition ,Himalaya Publishing House

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New Syllabus: First Year M.B.A. (W.E.F. June -2017)

Paper: 306(D): Strategic Technology Management

(60 + 40 Pattern: External Marks 60 + Internal Marks 40 = Maximum Total Marks: 100)

Required Lectures: 45+15 hours

Unit-1: Introduction to Management of Technology

- 1.1 Technology and society
- 1.2 Definition of technology-Knowledge and Technology
- 1.3 Classification of technology
- 1.4 Definition of Management
- 1.5 Management of technology-MOT at firm level-MOT at national level
- 1.6 Conceptual framework for MOT

Unit-2: Role of technology in The creation of wealth creation

- 2.1 Historical perspective
- 2.2 Creation of wealth
- 2.3 Long wave cycle
- 2.4 Evolution of product technology
- 2.5 Evolution of production technology
- 2.6 Technology and National economy

Unit-3: Critical factors in Managing Technology

- 3.1 Creative factors- invention & innovation
- 3.2 link between science and technology
- 3.3 Types of innovation
- 3.4 Bringing innovation to market
- 3.5 Technology- price Relationship

Unit-4: Technology life cycles

- 4.1 The s-curve technological progress-Technology life cycle and Market growth
- 4.2 Multiple generations Technologies
- 4.3 Technology and market interaction- science technology-Push & market pull
- 4.4 Product life cycle
- 4.5 competition at different phases of the Technology life cycle-competition with product and process innovation- competition in mature technology
- 4.6 Diffusion of technology

Unit-5: Management of Technology: The new paradigms

- 5.1 Essentials issues in Management Technology-
Resources -the business environment, the structure and management of organisation, project planning and management, management of human resources.
- 5.2 Management paradigms and The Technology Factor-
Background: Factors in the Business enterprise, Management paradigms and technology,
Conditions for new management paradigm, MOT paradigm for the management of the enterprise

Unit-6: Technology Planning

- 6.1 Forecasting technology-Critical technologies and technology maps
-National critical technologies, critical technologies at firm level
- Technology Audit.
- 6.2 Structure Approach to Corporate Technology Strategy
-Introduction
- The need for structured thinking about technology

Unit-7: Acquisition and Exploitation of Technology

- 7.1 Acquisition of technology-methods of acquiring technology
- 7.2 Exploitation of technology

- 7.3 Technology creation through R&D
- 7.4 Stages of technology development
- 7.5 Technology portfolio and industrial R&D.

References Books:

1. Strategic Technology Management – Betz F. , McGraw Hill Publications
2. Management of Technology – Tarek Khalli, McGraw Hill Publications
3. Strategic Management of Technological Innovation- Schilling- McGraw Hill Publications, 2nd Edition
4. Managing Technology and Innovation for Competitive Advantage- V.K.Narayanan , Pearson Education, India
5. Strategic Management of Technology and Innovation- Burgelman R.A. , M.A.Madique and S.C.Wheelwright , Irwin Publications
6. Handbook of Technology Management- Gaynor ; McGraw Hill Publications
7. Managing New Technology Development – Souder W.C. and C.M.Crawford; McGraw Hill Publications
8. Managing Technological Innovation- Twiss B. ; Pitman Publications
9. Bringing New Technology to Market – Kathleen R. Allen ; Prentice Hall India Publications
10. Management of New Technologies for Global Competitiveness- Christian N. Madu ; Jaico Publishing House

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Paper: 307(D): Operations Research

(60 + 40 Pattern: External Marks 60 + Internal Marks 40 = Maximum Total Marks: 100)

Required Lectures: 45+15 hours

Unit- 1: Operation Research

- 1.1 Meaning –objective Importance of OR
- 1.2 Nature and significance of OR
- 1.3 Computer software for OR
- 1.4 Scientific method in OR
- 1.5 Application and scope of OR

Unit- 2: Transportation Problem (T.P.)

- 2.1 Definition and application of T.P.
- 2.2 Balanced and unbalanced T.P.
- 2.3 Basic feasible solution using N-W corner rule
- 2.4 Matrix minimum method and VAM – optimal solution
- 2.5 Degenerate T.P. and maximization in T.P.

Unit- 3: Assignment Problem (A.P.)

- 3.1 Assignment problem definition & optimal solution by Hungarian method
- 3.2 Maximization in A.P. and multiple optimal solutions.
- 3.3 travelling salesman problem.

Unit -4 – Sequencing Problems

- 4.1 Optimal sequence; 4.2 Total elapsed time and idle time.
- 4.3 Processing 'n' jobs through two machines; 4.4 Processing 'n' jobs through three machines
- 4.5 Processing two jobs through 'm' machines; 4.6 Processing 'n' jobs through 'm' machines

Unit- 5: Replacement Theory

- 5.1 Replacement of items- whole efficiency deteriorates with time.
- 5.2 Replacement of items whole maintenance cost increases with time.
- 5.3 Replacement of items when the value of money changes.

Unit- 6: project management :PERT & CPM

- 6.1 Network diagram representations
- 6.2 Determination of critical path and floats
- 6.3 Probability and cost considerations in project scheduling
- 6.4 Advantages and limitations of PERT & CPM

Unit- 7: Theory of games

- 6.1 Introduction
- 6.2 Two person zero-sum games
- 6.3 pure Strategies: games with saddle point
- 6.4 Rules to determine Saddle point
- 6.5 Mixed Strategies: Game without Saddle point
- 6.6 Rules of Dominance
- 6.7 Solution method for games without saddle point

Unit- 8: Simulation

- 7.1 Introduction
- 7.2 Steps of simulation; 7.3 Advantages and disadvantages of simulation; 7.4 Stochastic simulation and random number; 7.5 Monte Carlo Simulation; 7.6 Random number generation

Reference Book:

1. Operation Research by V. K. Kapoor-Sultan Chand And Sons
2. Operations Research – KantiSwarup, Manmohan& Gupta.

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New Syllabus: First Year M.B.A. (W.E.F. June -2017)

Paper 401- International Business

(60 + 40 Pattern: External Marks 60 + Internal Marks 40 = Maximum Total Marks: 100)

Required Lectures: 45+15 hours

- Unit I Introduction**
- 1.1 Introduction to International Business
 - 1.2 The International context
 - 1.3 Nature of International business
 - 1.4 Globalization
 - 1.5 Geography of the world
 - 1.6 International business framework
 - 1.7 Theories of International business
 - 1.8 Future of International business
- Unit II International business & nations**
- 2.1 International business & national politics**
 - State power in the ara of globalization
 - States as a actor in international business
 - 2.2 Global framework**
 - Integration between countries
 - Archicture of the International financial system.
 - 2.3 Multinational enterprises & Foreign Direct Investment**
 - Business across borders.
 - MNE interactions with host countries.
- Unit III Cultural Perspective**
- 3.1 National Cultures**
 - 3.2 International Corporate cultures**
 - 3.3 Managing across cultures**
 - 3.4 Negotiating across cultures**
- Unit IV International organizations**
- 4.1 Modes of internationalization**
 - Leaving home : Theories, mindsets & strategies
 - Entering foreign markets
 - 4.2 Organization of multinational enterprises**
 - Multinational theories & structures
 - Managing people across borders.
- Unit V International Functions**
- 5.1 International Production**
 - International Knowledge management
 - International supply chain management
 - International manufacturing
 - 5.2 International marketing**
 - International marketing choices
 - Issues in international marketing
 - 5.3 International finance**
 - Foreign exchange
 - Multinational Funding
 - 5.4 International Human Resource Management**

- Strategic development of IHRM
- Managing international workforces

Unit VI Social Responsibility, Ethics & Environmental Concerns

- 6.1** MNCs – Conceptual Framework
- 6.2** Foundations of multinational corporate social responsibility
- 6.3** Ethics in international business
- 6.4** International business & the environmental challenge
 - MNEs & the environmental challenge
 - The future of green international business

References Books:

1. International Business- challenges & choices -Alan sitkin & Nick Bowen, oxford (South Asia Edition) 2016 reprint
2. International Business- K.Aswathappa McGraw Hill Edition- 6th Edition 2016
3. International Business- Rakesh Mohan Joshi oxford, 2016 reprint
4. International Business- Michael R. Czinkota, Ilkka A Ronkainen, Michael H. Moffett Cengage Learning, 7th Edition
5. International Business- Alan M Rugman, Richard M Hodgetts, Pearson Education, 3rd Edition
6. International Business- Mike W Peng, Cengage Learning, Indian Edition.

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New Syllabus: First Year M.B.A. (W.E.F. June -2017)

Paper: 402 Business Law - II

(60 + 40 Pattern: External Marks 60 + Internal Marks 40 = Maximum Total Marks: 100)

Required Lectures: 45+15 hours

Unit-1: The Negotiable Instrument Act, 1881

a. Negotiable Instrument:

- Meaning and Definition.
- Kinds of Negotiable Instruments.
- Payment in due course.
- Payment of Interest.
- Negotiable Instrument: Special Rules of Evidence.
- Negotiable Instrument: Rules of International Law.

b. **Competence and Liability of parties to Negotiable Instrument:**

- Parties to Negotiable Instrument, Competence of Parties,
- Incapacity of Parties and Liability of Parties.
- Holder and Holder-in-Due-Course.
- Presentation of Negotiable Instrument
- Dishonour and Discharge of Negotiable Instrument: Notice of Dishonour.

Unit-II : The Indian Partnership Act, 1932

a. **Basic concept:**

- Partnership: Definition and essentials
- Types of Partners and kinds of Partnership
- Partnership Deed and its contents.
- Registration of Firm

b. Mode of Determining Existence of Partnership.

c. Rights and Duties, and Liabilities of Partner.

d. **Dissolution of a Partnership Firm:**

- Dissolution of Partnership.
- Dissolution of a firm.
- Firm: Modes of Dissolution.

Unit-III: Companies Act-1956 (the Companies Act 2013)

a. **Nature and kinds of Companies:**

- Meaning and Definition,
- Main characteristic features of a company,
- Types of companies.
- Lifting of Corporate Veil.

b. **Formation of a Company**

- Memorandum of Association & Articles of Association
- Additional Documents Required For Incorporation, Certificate Of Incorporation
- Alteration of Memorandum and Articles,
- Promoters: Meaning and Importance, Position, Duties and Liabilities.
- Doctrine of Ultra-Vires

- The Doctrine of Constructive Notice and Doctrine of Indoor Management.
- c. **Management of Company**
 - Directors: Appointment/Re-Appointment Of Directors
 - Qualifications, Disqualification & Remuneration
 - Managing & Whole-Time Directors: Appointment, Reappointment, Powers & Duties.
 - Meetings of Directors and Committees.
 - Convening and Proceedings of Board /Committee Meetings.
 - Minutes and Evidence.
- d. **General Meetings:**
 - Need of meeting, Kinds Of Meetings And Resolution
 - Proceedings At General And Other Meetings
 - Recording and Signing Of Minutes.
- e. **Winding-up and Dissolution of companies**
 - Different modes of winding up.
 - Modes of dissolution of company.

Unit-IV: Right to Information Act: 2005

- Aim and Objectives, Scope of the Act.
- Important Provisions; Central Information Commission; State Information Commission; Role of Information Commission.
- Remedies available to Aggrieved Party.
- Penalty for Non- Compliance.

Unit-V: The Intellectual Property Rights

- Intellectual Property Legislations in India.
- Definition and scope of Intellectual Property.
- Types of Patent application
- Procedure after receipts of an application.
- Opposition proceedings to grant of Patent.
- Remedy for Infringement of patents.

Unit-VI: Environment Protection Act 1986

- Environment Vs Environmental Law.
- General (Environmental Protection) Legislations
- Forest and Wildlife Protection Legislations.
- Water Pollution Protection Legislation.
- Air Pollution Protection Legislation.

Unit-7: Case Studies in Indian Business Law

References Books:

- 1. Legal Aspect of Business- By R.R. Ramthirakar-Himalaya Publication Co.
- 2. Environmental Protection &The Law-Chetansingh Mehta
- 3. Merchantile Law-M.C.Shukla
- 4. Business Law- Maheshwari-Himalaya Publication Co.
- 5. Business Law-S.S. Gulshan& G.K. Kapoor-New Age International Publishers
- 6. Economic Labour& Industrial Laws-V.S Datey;Taxmann Allied Service Ltd.
- 7. Merchantile Law-S.S.Gulshan- Excell Books
- 8. Legal Aspects: AkhileshwarPathak-Tata McGraw Hill.
- 9. Legal Aspects of Business- By Ravinder Kumar- Cengage Learning.

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New Syllabus: First Year M.B.A. (W.E.F. June -2017)

Paper: 403: Management Information System & E-Commerce

(60 + 40 Pattern: External Marks 60 + Internal Marks 40 = Maximum Total Marks: 100)

Required Lectures: 45+15 hours

Unit-1: Management Information Systems

Need, Purpose and Objectives -Contemporary Approaches to MIS - Information as a strategic resource - Use of information for competitive advantage - MIS as an instrument for the organizational change.

Unit-2: Information, Management and Decision Making –

Models of Decision Making -Classical, Administrative and Herbert Simon's Models - Attributes of information and its relevance to Decision Making - Types of information

Unit-3: Information Technology

Definition, IT Capabilities and their organizational impact -Telecommunication and Networks - Types and Topologies of Networks -IT enabled services such as Call Centers, Geographical Information Systems etc.

Unit-4: Data Base Management Systems - Data Warehousing and Data Mining

Unit-5: Decision Support Systems

Group Decision Support Systems – Executive Information Systems - Executive Support Systems - Expert Systems and Knowledge Based Expert Systems – Artificial Intelligence

Unit-6: Introduction to E-Commerce –

Traditional Vs. E-Commerce Transactions, E-Commerce: Concepts, Definitions, and Benefits & Impact. Classification of E-Commerce: B2B, B2C, C2C, B2C, B2E Application of e-commerce: Electronic Catalogs & Auctions, Electronic Banking, Electronic Searching, Education & Learning, Electronic Marketing, Electronic Supply Chain Management, Financial Services: Electronic Trading, Call Center & BPO's etc Internet and E-Commerce, Hardware & Software requirements

Unit-7: E-Commerce Models:

Native Content Based Models, Native Transaction Models, Transplanted Content based Models, Transplanted Transaction Based Models.

Unit-8: Security & Encryption

Computer Crime, Importance of Security, Sources of Technical Vulnerabilities, Security Policy, Procedure & Practices, Site Security, Service Security, Transaction Security, Firewalls, Transaction Security, Firewalls, Transaction Security, Cryptography (Digital Signature): Public Key & Private Key, Electronic Mail Security, Security Protocol for web Commerce.

Reference Books:

1. Management Information Systems, Laudon and Laudon, 7th Edition, Pearson Education Asia
2. Management Information Systems, Jawadekar, Tata McGraw Hill
3. Management Information Systems, Davis and Olson, Tata McGraw Hill
4. Analysis and Design of Information Systems, Rajaraman, Prentice Hall.
5. E-Commerce:Framework, Technologies & Applications-Bharat Bhaskar-Tata McGraw Hill 3rd edition.
6. E-Commerce: A manager Guide-Ravi Kalakota-Pearson.
7. E-Commerce: C.S.V Murthy-Himalaya Publications.

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New Syllabus: First Year M.B.A. (W.E.F. June -2017)

Paper: 404(A): Security Analysis & Portfolio Management

(60 + 40 Pattern: External Marks 60 + Internal Marks 40 = Maximum Total Marks: 100)

Required Lectures: 45+15 hours

Unit-1: Introduction to Securities

What is Investment?-what is Security?-what is portfolio?-investment and speculation - What is security analysis?-investment activity-features of investment avenues-risk and return relationships-need for tradability-classes of investments-investment profile of average household-non corporate investments-corporate investments-investments of post offices.

Unit-2: Risk and Return – Concepts and Analysis

Components of return-risk elements-systematic and unsystematic risk-precise measures of risk-risk and returns-capital assets pricing model-security market line-portfolio risk arbitrage pricing theory-empirical testing of apt model-problem

Unit-3: Economic and Industry Analysis

Economic Analysis

Investment Decision-Economic and Industry Factors-Environmental Considerations-Tax Planning-Execution of Investment Decisions-Forecasting Need-Sources of Investment Information-Analysis-Interpretation-Average and Marginal Costing-Inflation Adjustment-Interpretation

Industry Analysis

Industry Group-Sources of Information and Analysis-Importance of Government Policy-Industrial Policy-New Industrial Policy-Policy on Foreign Investment and Collaboration-Industry Groups Listed-On Stock Exchanges-Example of Industry Analysis-Investment Decision – Problem

Unit-4: Basis for Company Analyses

Elements of Financial Analysis-Ratio Analysis-Fund Flow Analysis-Trend Analysis- How to Prepare Cash Flow Statement?-Company Analysis: Sources of Data- Accounting Limitations— Financial Statements- Analysis of Financial Position-Types of Shares-Net Financial Results-Corporate Performance—Blue Chips-Emerging Blue Chips-Honey Well A Case Study

Unit-5: Bond Analysis

Macro- Level

Advantages Of Bonds-Debt Market In India-Public Sector Bonds-Icd And Fixed Deposits-Some Innovative Schemes- Listing Of Debentures-Fixed Deposits-Asset Based Securities-Inflation Risk-Price Risk-Determinants Of Interest Rates-Structure Of Interest Rates-Reforms-Yields-Shape Of Yield Curve.

Micro- Level

Credit Rating System- Risk Factors-Trust Deed- Sebi Guidelines- Earning Coverage- Liquidity-Management-Non Risk Factors- Government Bond Market In India- Operations Of Commercial Banks-RBI And Yield Pattern.

Unit-6: Fundamental and Technical Analysis

Fundamental Analysis

Influence of the Economy-Economy vs. Industry And Company-Industry Analysis- Example of An Industry Analysis-Example Of Company Analysis –How To Pickup Growth Stocks

Technical Analysis

Importance Of Timing-Basic Tenants Of Technical Analysis –Tools Of Technical Analysis-Dow Theory-Chartist Method-Import Of Technical Analysis –Charts And Trend Lines-Moving Averages-Breaking The Neckline-Elliot Wave Theory-Oscillator.

Unit-7: Introduction to Portfolio Theory

Conditions Of Certainty-Opportunities Set With Uncertainty-Risk Measures-Risk And Return In Portfolio Theory-What Is Portfolio?

Portfolio Analysis

Return on Portfolio-Risk on Portfolio-Regression Equation-Alpha-Beta-Rho-An Example for Covariance and Correlation-Problems.

Unit-8: Portfolio Management: Construction, Revision And Evaluation

Fact Sheet-Clients Data Base-Objectives of Investors-Motives For Investment-Tax Provisions-Capital Gains-Portfolio Construction-Risk-Return Analysis-Time Horizon Of Strategy-Types Of Risk-Efficient Portfolio-Market Efficiency Theorem-Diversification- Portfolio Management-Elements Of Portfolio Management-Execution Of Strategy- Monitoring-Building Of The Portfolio-Portfolio Revision-Security Pricing And Portfolio Management-Markowitz Model Of Portfolio Theory-Risk Analysis-Evaluation Of Portfolio Performance-Criteria For Evaluation Of Portfolio-Example Of Sharpe's Measure-Treynor's Measure Evaluation Problem-Comparison-Jensen's Measure- Jensen's Model-Evaluation Criteria For Portfolios-Portfolio Performance Evaluation- Jensen's Performance Measure:(Jpg)-Returns And Performance Evaluation-Problems.

Reference Books

1. Securities Analysis and Portfolio Management-V. A. Avadhani, Himalaya Publishing House
2. Investment Management-V. A. Avadhani, Himalaya Publishng House

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New Syllabus: First Year M.B.A. (W.E.F. June -2017)

Paper: 405(A): Direct Tax Law & Practice

(60 + 40 Pattern: External Marks 60 + Internal Marks 40 = Maximum Total Marks: 100)

Required Lectures: 45+15 hours

Unit-1: Introduction - The Income Tax Act, 1961, The Finance Act, Important definitions- Assessment year, previous year, Assessee, Income, person, Agriculture income, Residential Status-Rules for determining residential status of Individual, Hindu Undivided Family, Firm and Company

Unit- 2: Income from House Property - Types of property for income tax purpose i.e. Let out, Self-occupied and deemed to be let-out, Determination of Annual Value u/s 23(1), Computation of income from house property, [Practical problems on computation of income from house property

Unit-3: Income from Salaries – Definitions of salary, Allowances, Perquisites and profit in lieu of salary, House rent allowance, transport allowance, children education allowance, medical allowance, value of rent free accommodation, Valuation of perquisite in respect of free domestic servants, motor car, Deduction on account of professional tax, Retirement benefits including Gratuity, Pension, Leave encashment and provident fund, [Problems on computation of salary income

Unit-4: Income from Business or Profession – Definition-Depreciation and other permissible deductions. Deduction expressly disallowed. General study on section 28 to section 44AF. With special reference to provisions for computing profits and gains of “small business” on presumptive basis u/s 44 AD. [Problems on computation income of businessman and professional persons

Unit-5: Income from Other Sources- Specific incomes under the head ‘income from other sources’. Dividend income and interest on securities, Deductions allowable under the head ‘income from other sources’ under section 57

Unit-6: Computation of total income of an individual –Deductions available to individual under section 80C, 80CCC, 80CCD, 80D, 80DD, 80DDB, 80E, 80G, 80GG and 80GGA, [Practical problems on assessment of individuals including deduction u/s 80as stated above in the unit no,6]

Unit-7: Capital Gain: Meaning of Capital Assets; types of capital assets, transfer, cost of acquisition, cost of improvement, selling expenses, treatment of advance money received; exemptions, computation of capital gain

Reference Books

1. Income Tax Law & Practice by H.C.Mehrotra, Dr.S.P.Goyal, Sahitya Bhavan Publisher.
2. Student Guide to Income Tax, Singhaniya, Taxman
3. Income Tax Law & Practice by Girish Ahuja

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New Syllabus: First Year M.B.A. (W.E.F. June -2017)

Paper: 406(A): International Financial Management

(60 + 40 Pattern: External Marks 60 + Internal Marks 40 = Maximum Total Marks: 100)

Required Lectures: 45+15 hours

Unit-1: Basics of International Financial management

- 1.1 Nature, scope and dimensions of IFM.
- 1.2 Goals for IFM.
- 1.3 Globalization of the world Economy:
 - i. Emergence of Globalized Financial Markets.
 - ii. Emergence of the Euro as a Global Currency.
- 1.4 Role of Finance Manager in Changing Financial Markets.

Unit-2: International Monetary System

- 2.1 Stages of Evolution in International Monetary System: Bimetallism: before 1875, Classical Gold Standard: 1875-1914, Interwar period: 1915-1944, Breton Woods System: 1945-1972, Flexible exchange rate regime: Since 1973.
- 2.2 Alternative exchange rate regimes: Fixed Exchange rate System, Flexible Exchange rate Systems.
- 2.3 The Exchange Rate of Indian Rupee
- 2.4 The Par Rate of Exchange
- 2.5 Emergence of Euro
- 2.6 Exchange Rate Policy and Monetary Policy
- 2.7 Depreciation, Appreciation, Devaluation, and Revaluation
- 2.8 Convertibility of Currency
- 2.9 Sterilization

Unit-3: Foreign Exchange Markets

- 3.1 The Foreign Exchange Market
- 3.2 Foreign Exchange Market Participation
- 3.3 Foreign Exchange Market Segment
- 3.4 Foreign Exchange Rate: American Terms & European Terms, Direct & Indirect Codes, Bids & Ask Rate, Cross Rate, Pip & Lot
- 3.5 Spot & Forward Transaction: Forward Rate & Future Spot Rate
- 3.6 Network for International Transaction: SWIFT, CHIP
- 3.7 Indian Foreign Exchange Market: Structure

Unit-4: Exchange Rate Determination

- 4.1 Demand & Supply for Currency
- 4.2 Factor affecting Exchange Rate
- 4.3 The BOP Theory of Exchange Rate
- 4.4 The Purchasing Power Parity Theory
- 4.5 Real & Real Effective Exchange Rate
- 4.6 Covered Interest Arbitrage
- 4.7 Interest Rate & Forward Rate Parity
- 4.8 The Fisher Effect & International Fisher Relation
- 4.9 Exchange Rate Forecasting

Unit-5: Foreign Exchange Exposure & Risk

- 5.5 Foreign Exchange Exposure & Foreign Exchange Risk
- 5.6 Real & Nominal Exchange Rate
- 5.7 Type of Exposure
- 5.8 Translation & Accounting Exposure

Unit-6: Currency Forward & Future

6.1 Currency Forward & Future Contract: Future Exchange & Standard, Margin, Making to Market ,Settlement, Limit

6.2 Traders & Trading Operator

6.3 Clearing House

6.4 Relation between Spot Rate & Future Price

6.4 Pricing of Currency Future

6.6 Pricing of Currency Future

Unit-7: Short & long term Financial Markets

7.1 Short term financial Markets: Eurodollars, Euro currencies, Euro notes and Multinational Banking Market

7.2 Long term financial markets: Equity and Bond investments, Equity and Bond financing, Eurobonds and foreign bonds, Multi-currency bonds

Reference Books

1. International Financial Management by T. Siddaiah, Pearson

2. International Financial Management by Eun & Resnick, Tata Mc Graw-Hill

3. International Financial Management by V. Sharan, Pearson

4. International Financial Management by P.G. Apte, Mc Graw-Hill

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New Syllabus: First Year M.B.A. (W.E.F. June -2017)

Paper: 404 (B): Sales & Distribution Management

(60 + 40 Pattern: External Marks 60 + Internal Marks 40 = Maximum Total Marks: 100)

Required Lectures: 45+15 hours

Unit-1: Introduction to Sales Management

- 1.1 Concept of Marketing and Sales Management
- 1.2 Macro to Micro Issues in Selling
- 1.3 Sales Service & sales strategy
- 1.4 Sales departments and importance of sales organisation
- 1.5 Role of sales management in marketing

Unit-2: Concept of Sales Management and Sales Planning

- 2.1 Basic functions of sales management
- 2.2 An Optimal compatibility
- 2.4 Relevance of Sales Planning
- 2.5 Annual Business Plan
- 2.6 Annual Marketing Plan
- 2.7 Annual Sales Plan
- 2.7 Target Fixation for Field Level Sales Personnel

Unit-3: Sales Forecasting & selling process

- 2.1 Sales forecasting, meaning and importance
- 2.2 Steps in forecasting technique
- 2.3 Determining annual sales potential
- 2.4 Selling process
- 2.5 Effective selling process
- 2.6 Training and Supervising Sales Representative

Unit-4: Communication system & art of selling

- 3.1 Role of effective communication & marketing communication system
- 3.2 AIDA'S theory of selling
- 3.3 Steps in personal selling process
- 3.4 Role of Salesmanship
- 3.5 Sale force management
- 3.6 Synergy and Salesmanship
- 3.7 Selection & recruitment of sales staff
- 3.8 Sales training & development

Unit-5: Managing the Distribution Function

- 5.1 Objective of distribution activity
- 5.2 Marketing channels & types of channel flow system
- 5.3 Selections of channels for consumer and business market
- 5.4 Role & importance of distribution channel
- 5.5 Channel design & channel selection
- 5.6 Task & responsibilities of Channel members
- 5.7 Types of intermediaries

Unit 6 Physical distribution

- 6.1 Objective of physical distribution
- 6.2 Planning distribution system & cost of distribution
- 6.3 Transporting function
- 6.4 Major alternatives in physical distribution strategy
- 6.5 Retailing and wholesaling: types and services
- 6.6. Network Marketing

Unit-7: Case studies on various issues of sales and distribution management

References Books:

1. Marketing Management By Rajan Saxena 3rd Edition , By Tata McGraw Hill
2. Sales Management Text and Cases By P. K.Ghosh, H. H. House
3. Sales Management By Tanner, Honeycutt, Erffmeyer By Pearson's Education
4. Sales Management, 5th Edition , Richard R Still Edward W Cundift By Eastern , Economy , 5.
5. Marketing management, Biplab S. Bose by Himalaya Publishing House
6. Sales management with marketing management by Dr. K. Karunakaran, Himalaya Publishing House
7. Marketing

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New Syllabus: First Year M.B.A. (W.E.F. June -2017)

Paper: 405(B): Marketing Strategies & Competitive Positioning
(60 + 40 Pattern: External Marks 60 + Internal Marks 40 = Maximum Total Marks: 100)
Required Lectures: 45+15 hours

Unit-1: Market – Led Strategic Management

- 1.1 The Marketing concept and Market Orientation
- 1.2 Resourced based view of Marketing
- 1.3 Organisational Stakeholders
- 1.4 Strategic Marketing Planning
 - i. Marketing Strategy Process
 - ii. Establishing the core strategy
 - iii. Creation of Competitive positioning
 - iv. Implementation
- 1.5 Competitive Marketing analyses

Unit-2: Market leader's Strategies for Stake Holder

- 2.1 Customer analysis
 - i. Marketing Research & Process
 - ii. Need to know about customers
 - iii. Organizing Customer information
 - iv. Understanding Rural & Urban customer
 - v. Managing customer portfolio
- 2.2 Competitors portfolio analysis
 - i. Dimensions, Concept
 - ii. Choosing good competition
 - iii. Obtaining & disseminating competitive information
 - iv. Sustainable competitive advantage
- 2.3 Organisational Analysis
 - i. Understanding organisational Resource base
 - ii. Value creating disciplines
 - iii. Dynamic Marketing capabilities
 - iv. Resource portfolios
 - v. Creating & exploiting Marketing assets

Unit-3: Competing Through Strategy

- 3.1 New Marketing Mix (4 P's) & (6 P's)
- 3.2 Innovation
- 3.3 Customer relationship & superior service
- 3.4 Internal Marketing
- 3.5 Strategic alliances & networks
- 3.6 Corporate Social Responsibility
- 3.7 Changing competitive arena

Unit-4: Specific Competitive Strategies

- 4.1 Rural Markets
- 4.2 Services Markets
- 4.3 International Markets
- 4.4 Agro-Business Markets
- 4.5 Total Relationship Marketing in Industrial Products & services Industry

4.6 Emotion Marketing in Automobile, Real Estate & Social Marketing

Unit-5: Case Study

References:

1. Marketing Strategies & Management, Michael J Baker, 3rd Edition, 4th Edition, By Macmilan Business
2. Marketing Strategy & Competitive Positioning 4th Edition Graham Hodey, Nigel, Brigiffe, By Pearson Publications.
3. Rural Marketing – KrishnamaCharyulu, Ramkrishnama Pearson 1st Edition
4. Total Relationship Marketing – GverGumnesson 2nd Edition ByButterwoth Heinemann
5. Services Marketing, S.M.Jha, 3rd Edition Himalaya Publication. New Delhi.
6. Nurturing Service Sector for Economic Development, Dr. Seema Joshi, Dr. Anil P. Dongre,
Mr. R. R. Chavan, Himalaya publishing House (Edition 2010),

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New Syllabus: First Year M.B.A. (W.E.F. June -2017)

Paper: 406(B): Retail Marketing

(60 + 40 Pattern: External Marks 60 + Internal Marks 40 = Maximum Total Marks: 100)

Required Lectures: 45+15 hours

Unit 1- An Introduction to the world of retailing (8 hours)

- An Introduction to retailing
- Retailer role of Sorting Process
- Economic significance of retailing
- Structure of retailing and distribution channels
- Changes impacting retailing in India
- Global retail market and challenges faced by the global retailer
- Management and entrepreneurial opportunities in retailing

Unit 2- Retail structures and business model in retail (8 hours)

- Growing diversity of retailing formats
- Retailers characteristics
 - Price cost Trade off
 - Types of merchandise
 - Variety and assortments
 - Customer service
 - Cost of offering Breadth and Depth of Merchandise and services
- Food Retailer
 - Conventional supermarkets
 - Big Box Food Retailer
 - Convenience stores
- General Merchandise Retailers
 - Discount stores
 - Speciality stores
 - Category specialist
 - Department stores
 - Drug stores
 - Off Price Retailer
 - Value Retailer
- Non-store Retail Formats
 - Electronic Retailing
 - Catalogue and Direct Mail retailing
 - Direct Selling
 - Television Home shampooing
 - Vending Machine Retailing
- Types of ownership
 - Independent, single-store Establishments
 - Corporate Retail Chain
 - Franchising
- Electronic Retailing

Unit 3-Retail market planning and strategy (6 hours)

- Strategic Retail planning process
- Factors influencing retail shoppers
- Building sustainable Competitive strategy

- Identifying and Understanding retail customers
- Information Gathering and processing in retailing

Unit 4-Choosing a store location (6 hours)

- Factors affecting the demand for region or trade area
- Factors affecting attractiveness of a site
- Estimating demand for new location
- Trading Area Analysis
- Site Selection

Unit 5- Managing a retail business (6 hours)

- Retail Organization and Human Resource Management
 - Gaining competitive advantage through HRM
 - Designing the organisation structure for retail firm
 - Retail organisation structures
- Operations Management: Financial Dimension
- Operations Management: Operational Dimension.

Unit 6- Merchandise management and pricing (6 hours)

- Developing Merchandise plans
- Implementing Merchandise Plans
- Financial Merchandise Management
- Pricing in Retailing

Unit 7- Retail communication mix (7 hours)

- Communication programme to develop brands and build customer loyalty
- Methods of communication with customers
- Planning retail communication process
- Establishing and maintaining a Retail image
- Retail Promotional Strategy

Unit 8: Serving the retail customer (7 hours)

- Strategic advantage through customer service
- Customer evaluation of service quality
- Gap model for improving retail service quality
- Measuring gaps in retail service
- Meeting and Exceeding service standards
- Retail selling process

Unit 9- Case study based on selected topics (6 hours)

Reference Books:

- 1) Retail Management- A Strategic approach, Pearson Education- Barry Berman, Joel R. Evans
- 2) Retailing Management- Tata McGraw Hill Publishing, Michael Levy and Barton Weitz
- 3) Retail Management-Text and Cases, The McGraw Hill, Swapna Pradhan
- 4) Retail Management, Himalaya Publication House, Suja Nair
- 5) Retail Marketing Management- Pearson Education, David Gilbert.
- 6) Managing Retailing - Oxford Higher Education Piyushkumar Sinha ,Dwarika Prasad Uniyas
- 7) Retail Management, -Himalaya Publication House, Arif Sheikh, Kaneez Fatima.
- 8) Contours of Retailing Management- Himalaya Publishing House, S.A Chunawala.

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New Syllabus: First Year M.B.A. (W.E.F. June -2017)
Paper: 404(C): Modern HR Practices & OD
(60 + 40 Pattern: External Marks 60 + Internal Marks 40 = Maximum Total Marks: 100)
Required Lectures: 45+15 hours

Unit-1: An Introduction to Organisation Development:

1. Define the concept of OD, Process, Values, Objectives, and Approaches to study OD.
2. Assumptions and The Evolution of OD.
3. Foundation of OD- Action Research, Survey Feedback, System Theory, Teams and Teamwork, Participation and Empowerment, Applied Behavioural Science, Parallel Learning Structures.
4. Core Values and Ethics of OD.
5. The Future of OD.

Unit-2: Dynamics of Change in Modern H.R. Management:

1. Managing HR in Globalization, Managing Change & Leading the Change, Types of change & its impact on HR.
2. Change model, Burke and Litwin, Porras and Robertson.
3. Theories by: Robert Tanenbaum Kurt Lewin, MC Gregor, Herbert Shepard, Robert Blake.
4. OD Intervention-
 - i- Define OD Intervention.
 - ii- Selecting an OD Intervention.
 - iii- Classification of OD Intervention.
 - iv- OD Interpersonal Intervention.
 - v- OD Development Intervention.
 - vi- OD Intergroup Development Intervention.

Unit-3: Re-Engineering process for Human Resource:

1. Challenges of Sustainability with reference to Retention and Talent Management.
2. HR Management for Competitive Advantages.
3. Organizational Learning, Collective Learning.
4. Changing Functions and Processes to suit Organizational Needs.
5. Implementing and Re-Engineering Changes.
6. Designing and Redesigning of Jobs.
7. Employee engagement strategies.

Unit-4: H.R.D. Accounting and Audit

1. Human Resource Accounting-
 - 1.1. Introduction, Need, Significance and Objectives of Human Resource Accounting.
 - 1.2. Assumptions, Methods and Valuation Models of HR Accounting.
 - 1.3. HR Accounting for Managers and HR professionals.
 - 1.4. HR Accounting System.
2. Human Resource Audit-
 - 2.1. Meaning, Methodology, Approaches, Issues, levels and steps of HR Auditing.
 - 2.2. Essential Conditions for an Effective HR Audit Report.

Unit-5: Human Relations:

1. Employer and Employee Relations, Theories and Strategies to Build Sound Relations.
2. Client Consultant Relationship, Business Relations and Negotiations, Relations Management in Alliances.
3. Metamorphosis of Human Behaviour: Social Quotient, Emotional Quotient, Happiness Quotient, Spiritual Quotient.

Unit-6 : Knowledge Management

1. Introduction to knowledge management
2. Understanding the significance of KM through a discussion on theories of the firm
3. Understanding the history, and the close relationship of KM with HRM .
4. Understanding the three major inputs viz. strategy, people and IT for a successful Knowledge Management system

Unit-6: Case study

Reference Books:

1. Personnel Management – Text & Cases - C.B.Mamoria & S.V.Gankar, Himalaya Publications.
2. H.R.D Audit – T.V.Rao , Response Books. Mumbai
3. Delivering Competitive Advantages – Clive Morton, Andrew Newall , Jon Sparkes ; Jaico Publishing House, 1st Edition.
4. Re- Engineering of Human Resources – Lyle Spencer (Jr.) , John Wiley and sons Publications.
5. International H.R.M – Managing People in International Context – Welch Dowling, Thomson Learning; South Western Publications.
6. Organizational development by S Ramnarayan, T. V. Rao. Pragati publishers, Mumbai.
7. Organizational development and change by Cummings and Worley (7th edition).
8. Organization Change and Development: Kavita Singh, Excel Books.
9. Organization Development: The Process of Leading Organization Change: Donald L. Anderson, SAGE Publications.
10. Human Resource Accounting and Auditing: Nisamudheen. T and Mufliha. S, Laxmi Publications.
11. Human Resource Management: Pravin Durai, Pearson Publications.

School of Management Studies
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FACULTY OF COMMERCE & MANAGEMENT
New Syllabus: First Year M.B.A. (W.E.F. June -2017)
Paper: 405(C): HR In Service Management

(60 + 40 Pattern: External Marks 60 + Internal Marks 40 = Maximum Total Marks: 100)

Required Lectures: 45+15 hours

Unit-1: Modern HR practices in service sector

- 1.1 Meaning, Scope, Importance, 3 dimensional role of HR in service sector.
- 1.2 Intangibility and inseparability issues in services and its relevance to HR
- 1.3 The implementation areas of HR strategies in services
 - i. KPO & BPO
 - ii. Banking & investment
 - iii. I.T
 - iv. Education

Unit-2: Development of HR for competitive advantage

- 2.1 Introduction, concept, activities of HR Involvement
- 2.2 Training & Development Strategies, Objectives & Importance of training
- 2.3 Assessment of Training needs, areas of training, Training Methods in competitive Environment
- 2.4 Advantages of training, training procedures & final evaluation
- 2.5. Executive development strategies and competency mapping for high profiles in corporate

Unit-3: Employee Mobility & Career Development strategies of service sector

- 3.1 Internal Mobility strategies: Introduction, Meaning, different types
- 3.2 Promotion: Benefits, Problems, Promotion policy
- 3.3 Transfer: Meaning, Purpose, Type, Reason, Benefits
- 3.4 Demotion: Meaning, Need for demotion Policy
- 3.5 Meaning, need of career development programs for specific jobs/ activities.

Unit-4: Issues of Services sector employees

- 4.1 Absenteeism: Meaning, types, calculation, causes, minimizing absenteeism
- 4.2 Employee Attrition: Meaning, reason, calculation of attrition rate
- 4.3 Placements and Retention -
 - i. Managing separations and rightsizing
 - ii. Voluntary and involuntary separations, Golden Handshakes
- 4.4 Motivation and Morale issues, Ethics and values
- 4.5 Empowerment-Meaning, coordination, Approaches of empowerment

Unit- 5: Monetary Issues in Services Employment

- 5.1 Incentives, salary, Reward & compensation Strategies –
- 5.2 Performance based Pay, Skill based Pay, and Team based Pay
- 5.3 Broad banding, Profit Sharing, Executive Compensation, Variable Pay
- 5.4 Legal issues in IT services
 - i. Information Technology Act, 2000
 - ii. Digital Signature, Secure Digital Signature, Digital Signature Certificates
 - iii. Electronic Governance, Regulation of Certifying Authorities, Duties of Subscribers

Unit- 6: Case studies

References:

- 1. HRM Text& Cases- USP Rao Excel Books 4th Edition
- 2. HRM Text& Cases – K Aswathappa Himalaya publications 5th edition.
- 3. HRM Case Studies in Services Management-ICFAI Books, 2003,ICFAI Publications
- 4. IHRM Chris Brewster, Universities press, New Delhi.
- 5. Dynamics of IR- Mamoria & Gankar, Himalaya Publishing House, New Delhi.

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New Syllabus: First Year M.B.A. (W.E.F. June -2017)

Paper: 406(C): Labour Economics & International HRM

(60 + 40 Pattern: External Marks 60 + Internal Marks 40 = Maximum Total Marks: 100)

Required Lectures: 45+15 hours

Unit-1: Industrial & Labour Economics:

1. Industrial Economics:
 - 1.1. Industry and Economic Development: Concept of Plant, Firm and Industry; classification of industry; Industrialization Meaning; Role of Industrialization; Factors Inhibiting industrialization.
 - 1.2. Indian Industrial System: Small-scale, Cottage & Village Industries; Manufacturing & Service industries; Government intervention, regulation & control; Challenges and Problems of Industries.
2. Labour Economics:
 - 2.1. Features of Labour market; Demand & Supply Analysis of Labour Markets;
 - 2.2. Role of Employment Exchanges, Essentials of an Employment Policy.
 - 2.3. Organised and Unorganised Labour in India.

Unit-2: HR in Economic Environment and Labour Costing:

Globalisation of Technology and Structure.

1. Workforce Diversity & Demographic Changes.
2. Labour Costing-
 - 2.1. Labour cost, computations and controls.
 - 2.2. Absenteeism and labour turn over; Cost, Causes and Determination.
 - 2.3. Labour Productivity: Labours Study and Times Study, Wages and Labour Productivity.
 - 2.4. Treatment of Overtime, Ideal Time, Night Shift, Allowances, Leaves Pay.

Unit-3: Industrial Issues of Indian Economy:

1. Causes & Extent of Industrial sickness in India.
2. Nature of Energy Crisis in India & Measures to Solve Energy Problems.
3. Industrial Productivity –Importance, Factors Influencing Industrial Productivity.
4. HR issues in Mergers and acquisitions.
5. WTO and Labour Standards.
6. Provisions of WTO & Its Effects on Industries in India.

Unit-4: International HRM:

1. Nature of IHRM- Internationalization & HRM; Functioning position of IHRM.
2. Domestic Vs International HRM.
3. Strategic IHRM.
4. Role of Economic Development in IHRM.
5. Concept & Role of 'Expatriate' in IHRM.
6. International Industrial Relations.

Unit-5: Global HR Context:

1. Global HR Planning; Barriers to effective Global HRM.
2. Staffing of International Business.
3. Training and Development of Employees in Global Context.
4. International Joint Ventures-Concept & Nature of International Joint Venture, Motives & Extent of merger and Acquisitions, Methods of Overcoming Cultural and other problems in International Joint Ventures.
5. IHRM Trends and Future Challenges; challenges of the HR Function of the Multinational Firm.
6. Ethics and IHR Manager.

Unit-6: Case Studies

References:

- 1) Labour Economics- Ansari Maheno Manzoor, South western Cengage publication.
- 2) Industrial Economics – R.R.Barthwal, New Age International Publications.
- 3) Industrial Economy of India – S.S.M.Desai & K.Bhalerao, Sage publications.
- 4) Indian Economy – Mishra Puri, 2nd edition Himalaya Publications.
- 5) Indian Economy- A. N. Agrawal, New Age International Publication.
- 6) International Human Resource Management- Tony Edwards & Chris Rees, Pearson Education.
- 7) International Business Management: K. Ashwathappa, Himalaya publications.
- 8) International Human Resource Management: Peter Dowling & Denise Weolch, Cengage Learning.
- 9) International Human Resource Management: Sen Gupta. Bhattacharya, Excel Books.
- 10) International Human Resource Management: P Subba Rao, Himalaya Publication.
- 11) International Human Resource Management: P.L. Rao, Excel Books.
- 12) Industrial Economics: Dr. Ranjana Seth, Ane Books Pvt. Ltd.
- 13) International Human Resource Management: K. Ashwathappa and Sadhna Dash, The McGraw Hill Publications.

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New Syllabus: First Year M.B.A. (W.E.F. June -2017)
Paper: 404(D): Total Quality Management

(60 + 40 Pattern: External Marks 60 + Internal Marks 40 = Maximum Total Marks: 100)

Required Lectures: 45+15 hours

Unit-1: Total quality management

- 1.1 Definition
- 1.2 Basic approach
- 1.3 Historical Review-Defining Quality – Benefit and Obstacles
- 1.4 The Deming Philosophy
- 1.5 Promoting the philosophy
- 1.6 Training
- 1.7 Improvement needs

Unit-2: Leadership

- 2.1 Leadership concepts-Role of senior Management
- 2.2 Quality council
- 2.3 Core values and concepts-Shared values-Ethics
- 2.4 Quality statements

Unit-3: Continuous process Improvement

- 3.1 Introduction
- 3.2 Process, Juran Trilogy,
- 3.3 Improvement strategies-
- 3.4 Types of problem
- 3.5 The PDSA cycle, kaizen, and Reengineering

Unit-4: Tools and Techniques of TQM

- 4.1 Bench marking –Introduction –Reason- process
- 4.2 QFD quality function development introduction –benefits
- 4.3 Experimental design-Introduction-Basic Statistics-Hypothesis-t Test and f Test
- 4.4 Statistical Process Control-Pareto Diagram
- 4.5 Matrix diagram, nominal group technique

Unit-5: Quality Management Systems

- 5.1 Introduction – benefits of ISO
- 5.2 ISO 9000 series of standard
- 5.3 ISO 14000 series standard
- 5.4 Concept of ISO-14001
- 5.5 Requirement of ISO 14001 series standard
- 5.6 Benefits of EMS

Unit-6: Performance Measures

- 6.1 Introduction
- 6.2 Basic concepts
- 6.3 Strategy
- 6.4 Performance measure presentation

Reference:

1. Evans / Lindsay- An introduction to six sigma and process improvement Thomson
2. TQM by Dale H Bester field, Carol Bester field- Michna Pearson Edueahm seemd
3. Essence of TQM by John bank- Prentice- Hall
4. TQM by Rajesh Kumar Shukla nw Royal book
5. TQM by R K Mittal Rajat Publications
6. ISO 9000 concept methods and Implementation Tapan P Bagehi Wheeler Publication

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New Syllabus: First Year M.B.A. (W.E.F. June -2017)
Paper: 405(D): Strategic Sourcing For Operations

(60 + 40 Pattern: External Marks 60 + Internal Marks 40 = Maximum Total Marks: 100)

Required Lectures: 45+15 hours

Unit-1: Evolution of Sourcing

- 1.1 Purchasing, a Dynamic profession
- 1.2 Origins of Purchasing and Transition to Supply Management
- 1.3 Value Adding Benefits and Strategic Focus
- 1.4 Five Major Developments:
 - i. Cross Functional Teams
 - ii. Supply Alliances
 - iii. Strategic Sourcing
 - iv. E-procurement
 - v. Global Sourcing

Unit-2: Sourcing

- 2.1 The Strategic Sourcing Plan
- 2.2 Discovering Potential Suppliers
- 2.3 Evaluating Potential Suppliers
- 2.4 Selecting Suppliers
- 2.5 Developing Suppliers
- 2.6 Managing Suppliers

Unit-3: Outsourcing: To Make or Buy

- 3.1 Outsourcing: A Growth Industry
- 3.2 Strategic Issues
- 3.3 Horizontal Integration
- 3.4 Tactical Decisions
- 3.5 Factors Influencing Make or Buy decisions
- 3.6 Netsourcing

Unit-4: Buyer Supplier Relationship

- 4.1 Transformation of Buyer –Supplier Relationship
- 4.2 Three Types of Buyer-Supplier Relationships
- 4.3 Suppliers Perspective
- 4.4 Developing and managing Collaborative and Alliance relationships
- 4.5 Portfolio Approach in Supply Management

Unit-5: Supplier Development

- 5.1 Strategic Importance of supplier Development
- 5.2 Best Practices in Supplier Development
- 5.3 Supplier Development Process
- 5.4 Barriers to Supplier Development

Unit-6: Supply Management

- 6.1 Supply Management's role in Business
- 6.2 Supply Management's relations with other Departments
- 6.3 Supply chain strategies
- 6.4 process tools for supply chain management
- 6.5 Measuring supply chain performance-structural improvement.

Reference Books:

1. World Class Supply Management- Burt, Dobbler, Starling , Tata McGraw Hills Publications, 7th Edition.

2. Product and Operations Management – Chary
3. Operations Now – Finch
4. Competitive Manufacturing Management- Nicholas
5. Production and operation management by K. Aswathapa and K. Shridhar Bhat ,Himalaya publishing house

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New Syllabus: First Year M.B.A. (W.E.F. June -2017)
Paper 406(D): Inventory Management & Material Requirement Planning
(60 + 40 Pattern: External Marks 60 + Internal Marks 40 = Maximum Total Marks: 100)
Required Lectures: 45+15 hours

Unit-1: Material Requirement Planning

- 1.1 Master Production Schedule
- 1.2 Product Structure / bill of materials (BOM)
- 1.3 MRP Concepts (MRP I) & Objectives
- 1.4 Lot Sizing in MRP (Methods)
- 1.5 Lead time, re-order level, safety stock

Unit-2: Aggregate Planning

- 2.1 What is Aggregate planning
- 2.2 Nature of Aggregate planning decisions
- 2.3 Aggregate planning strategies
- 2.4 Aggregate planning methods

Unit-3: Inventory Control

- 3.1 Inventory significance, objectives
- 3.2 Benefits of inventory control
- 3.2 Inventory control terminology
- 3.3 Economic Order Quantity
- 3.4 Quantity discounts, price breaks
- 3.5 Inventory control systems

Unit-4: Inventory Models & safety Stock

- 4.1 Production inventory model
- 4.2 Back order inventory models
- 4.3 Probabilistic inventory model
- 4.4 Selective inventory control

Unit-5: Inventory Management in logistics

- 5.1 Introduction-meaning-concepts and Types.
- 5.2 Elements of Inventory costs
- 5.3 Managing finished products Inventory under Uncertainty
- 5.4 Distribution requirement planning (DRP)
- 5.5 Strategic inventory Management tool and techniques

Unit:6 Recent Trends in Managing Materials Flow

- 6.1 Inventory control systems for Independent & dependant Demand Items
- 6.2 Manufacturing Resource Planning (MRP II)
- 6.3 Just In Time Systems (JIT)
- 6.4 Distribution Requirement Planning (DRP-I),(DRP II)
- 6.5 Total Quality Management (Continuous Improvement & Reengineering)

Unit-7: Meaning Micro Level Techniques, Advantages & Limitations

- 7.1 Kaizen
- 7.2 Kan-ban
- 7.3 Quality Circle
- 7.4 Project management

Reference Books:

1. Production & operations management by P. Rama Murthy-NEW AGE International Publishers
2. Production & operations Management -2nd edition by R. Pannerselvam- Prentice Hall India
3. Global management solutions by DR. Dinesh Seth & Dr. Subhash.C Rastogi-thomson
4. Production & operations management-by S.N.Chary- 3rd edition-Tata McGraw-hill Publishing Company Ltd.
5. Logistics Management by K. Sridhar Bhat,Himalaya Publishing House